ARMY

Single Soldiers Communities of Excellence

. . .One of our visions for achieving Army Communities of Excellence is to provide quality living conditions for the soldier.

USAL
BRLF

A Vision for Commanders

The Army's commitment to improving quality of life is nowhere more important than in single soldier housing.

One of our visions for achieving Army Communities of Excellence is to provide quality living conditions for all soldiers. We must look at our barracks as communities for our single soldiers and provide them with the best facilities possible.

To that end, the Army approved the implementation of a new barracks standard for both new construction and modernization projects beginning with the FY 94 military construction program.

The Whole Barracks Renewal Program focuses our limited military construction so that all CONUS barracks should meet the new standard within 15 years.

This new standard is a major change. It recognizes that single soldiers want a home they can be proud of just like married soldiers who live in family housing or off post.

The concept of Army Single Soldier Communities of Excellence illustrated in this book embraces far more than the traditional four walls of a barracks building. We are talking about the total living environment—architecture, landscaping, recreation, and convenient community services.

Progress will be step by step in this era of diminishing resources. But already many installation commanders are showing us how much can be achieved by using thoughtful combinations of self-help, modernization, new construction, and convenient customer services.

Your success in developing and implementing plans to achieve barracks excellence will help sustain a strong and viable Army. Simply put, quality housing fosters pride and productivity among people and affects the career decisions of Army men and women.

While our force and base structure will be smaller in the future, and fiscal constraints may limit resources, we are committed to the concept of Army Single Soldier Communities of Excellence and all it contributes to improved quality of life.

Gordon R. Sullivan
General, U.S. Army
Chief of Staff, Army

Richard A. Kidd
Sergeant Major of the Army

. . .We are talking about the total living environment—the landscaping, recreation, and community services like teller machines and snack bars.

Contents

A Vision for Commanders *i*

To achieve Single Soldier Communities of Excellence by developing and implementing this concept

What Soliders Want *2*

To summarize the Army findings from the Tri-Service Survey of soldiers' attitudes about barracks

The Road to Success *4*

To describe quality of life expected of Army Single Soldier Communities of Excellence and outline an implementation process

The New Army Barracks Standard *6*

To define the new Army Barracks Standard

Our Quality of Life Commitment *9*

To depict the characteristics of Single Soldier Communities of Excellence — places that soldiers are proud to call home

Implementation *21*

To meet the challenge requires a winning combination of defined standards, an installation vision strategy, a comprehensive plan, a sound execution program and command involvement

What Soldiers Want

We need to involve single soldiers more in the design and tailoring of their barracks, neighborhoods and services the way family housing occupants have long participated in our decision-making processes.

In April 1992, we started at the Headquarters Department of Army by participating in a Tri-Service Survey to ask soldiers what they want to improve barracks life, and how changes would affect their desire to reenlist.

The survey found that single soldiers were happy with their jobs, but dissatisfied with their living conditions.

The results laid the groundwork for the Whole Barracks Renewal Program and the new Army Barracks Standard for design and construction.

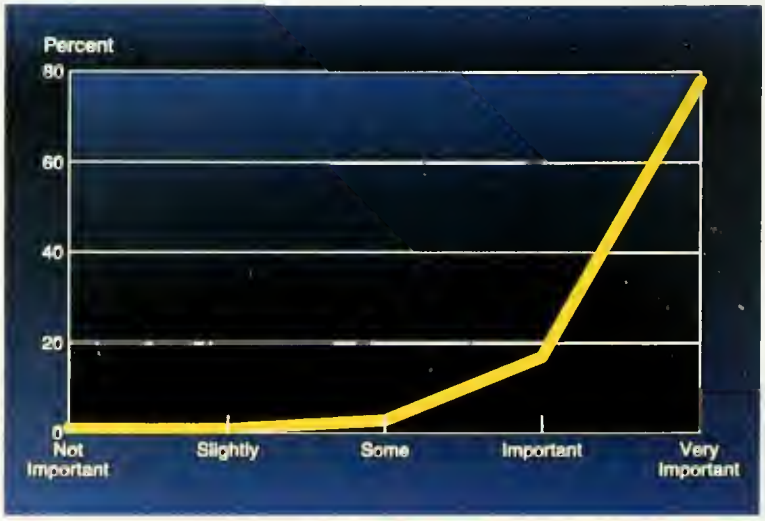
What soldiers wanted most:

- More living space
- More privacy
- More storage
- Private bath

Other improvements of interest:

- Better laundry facilities
- More parking
- Common-use kitchen
- Exterior access to rooms
- Reduced noise
- Refrigerators

. . .Single soldiers were happy with their jobs but dissatisfied with their living conditions



How soldiers rated the importance of an adequate barracks to soldier quality of life

Our Quality of Life Commitment

We are committed to creating single soldiers communities that soldiers are proud to call home. Excellence is characterized by:

- A Sense of Welcome
- Quality Exteriors
- Quality Interiors
- Quality Furnishings
- A Sense of Privacy and Space
- A Sense of Ownership
- A Sense of Community
- Reliable, Maintainable, and Energy Efficient
- Customer-focused, Effective Barracks Management

. . .Communities that single soldiers are proud to call home

The Road to Success

We have learned from Army Communities of Excellence that excellence is a journey, not a destination. There are many milestones to be celebrated on the road to success.

This guide was developed to identify the hallmarks of Single Soldier Communities of Excellence and so installations can develop comprehensive quality barracks plans.

The most complete approach to barracks improvement is Whole Barracks Renewal. This major military construction program lets commanders completely modernize old barracks, or tear down and build new.

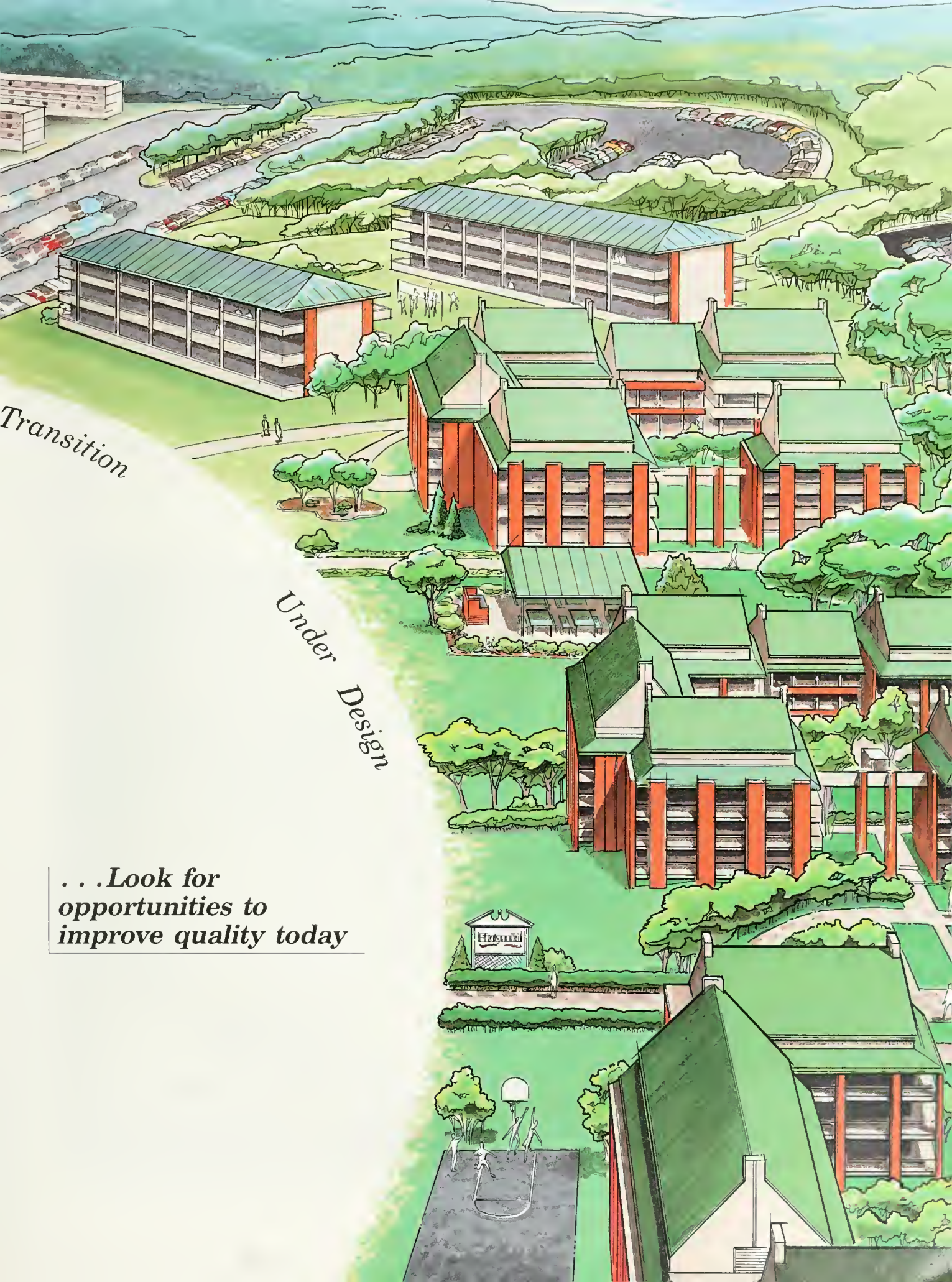
The rebuilding process goes beyond the barracks walls to improve landscaping, parking, recreation areas, dining facilities and provide other neighborhood amenities.

The result is a single soldier community with all the hallmarks of excellence. But it will take at least 15 years to improve all Army barracks this way.

Don't wait to get started. Look for opportunities to begin your journey towards Single Soldier Communities of Excellence today.

This guide elaborates on:

- Standards for quality single soldier facilities and communities.
- An implementation strategy.


Transition
Under Design
. . .Look for opportunities to improve quality today

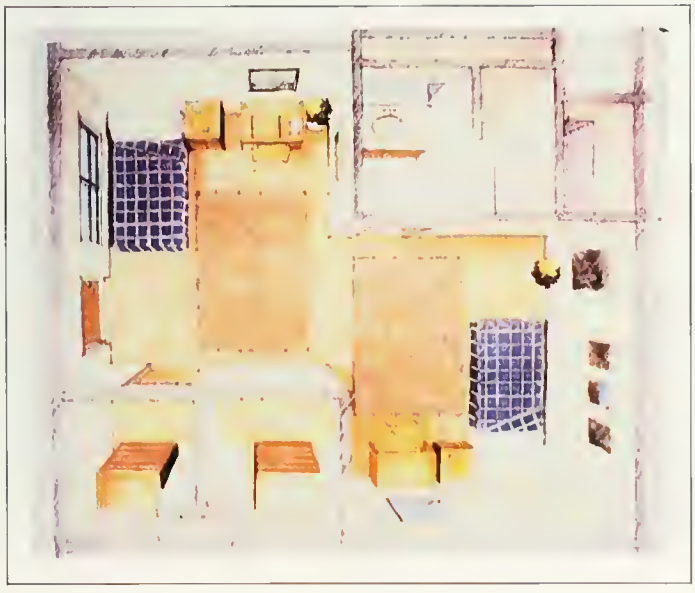
The Army Barracks Design and Construction Criteria

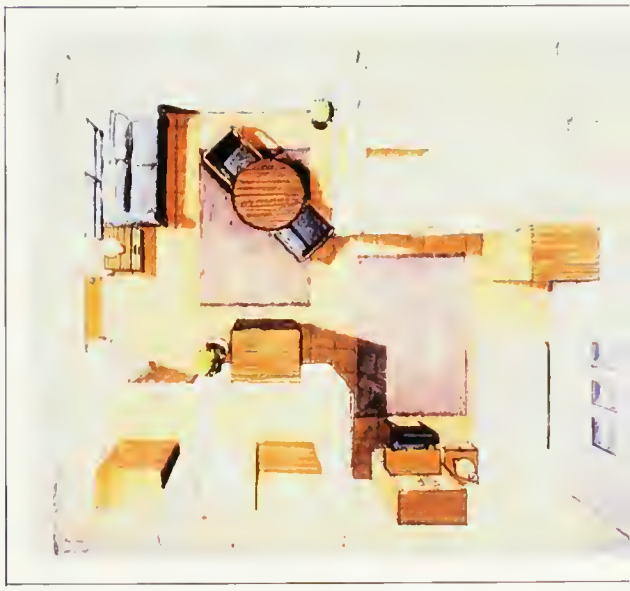
We must look at barracks as soldier communities and offer the best facilities possible. To that end, the Army approved implementation of a new barracks standard for both modernization and new construction projects beginning with the Fiscal Year '94 Military Construction (MCA) program. Some commanders have their own efforts to achieve the new standard already underway.

THE STANDARD

- 260-net-square-feet of living and sleeping area per room including two 20-square-foot closets.
- Privates through specialists housed two to a room.
- Private rooms for sergeants and staff sergeants.
- Temperature controls in every room.
- Two telephone and two cable television jacks per room.
- Consolidated areas that include TV lounges, the barracks management office, mail area, laundry and roughed-in electricity and plumbing for common use kitchens.
- A washer for every 15 soldiers and a dryer for every 10 at maximum occupancy.
- Parking for at least 70 percent of maximum occupancy.
- No supply and administrative, consolidated dining, or command and control facilities within or attached to barracks buildings.

. . .We must look at barracks as soldier communities and offer the best facilities possible





A Sense of Welcome

An excellent single soldier community engenders a sense of welcome, orderliness and pride in residents and visitors alike. Distinctive, inviting entrances create a positive first impression. Site improvements such as landscaping, lighting, fencing, signs, and common area furnishings are essential elements of design. A logical, orderly arrangement of functions, circulation and open space reduces stress, enhances livability and instills pride and professionalism.

. . .Enhances livability and instills pride and professionalism

Quality Exteriors

Neighborhoods in harmony with the natural environment and man-made surroundings reduce conflict and foster cooperation. Site development, density and the use of color, scale, materials and architectural style should complement and be sensitive to the surrounding community and local environment.

. . .In harmony with the natural environment and man-made surroundings

Quality Interiors

Attractive, professionally finished, and logically arranged spaces enhance personal interaction and pride.

. . .Enhance personal interaction and pride

Quality Furnishings

Attractive, durable home-style furnishings, carpets, and window treatments reflect the fact that these barracks are places people live. The Army delivers a standard furnishings package with all new construction and modernization projects. Commanders can also use this package for their furnishings replacement program.

. . .Reflect the fact that barracks are homes where people live

A Sense of Privacy and Space

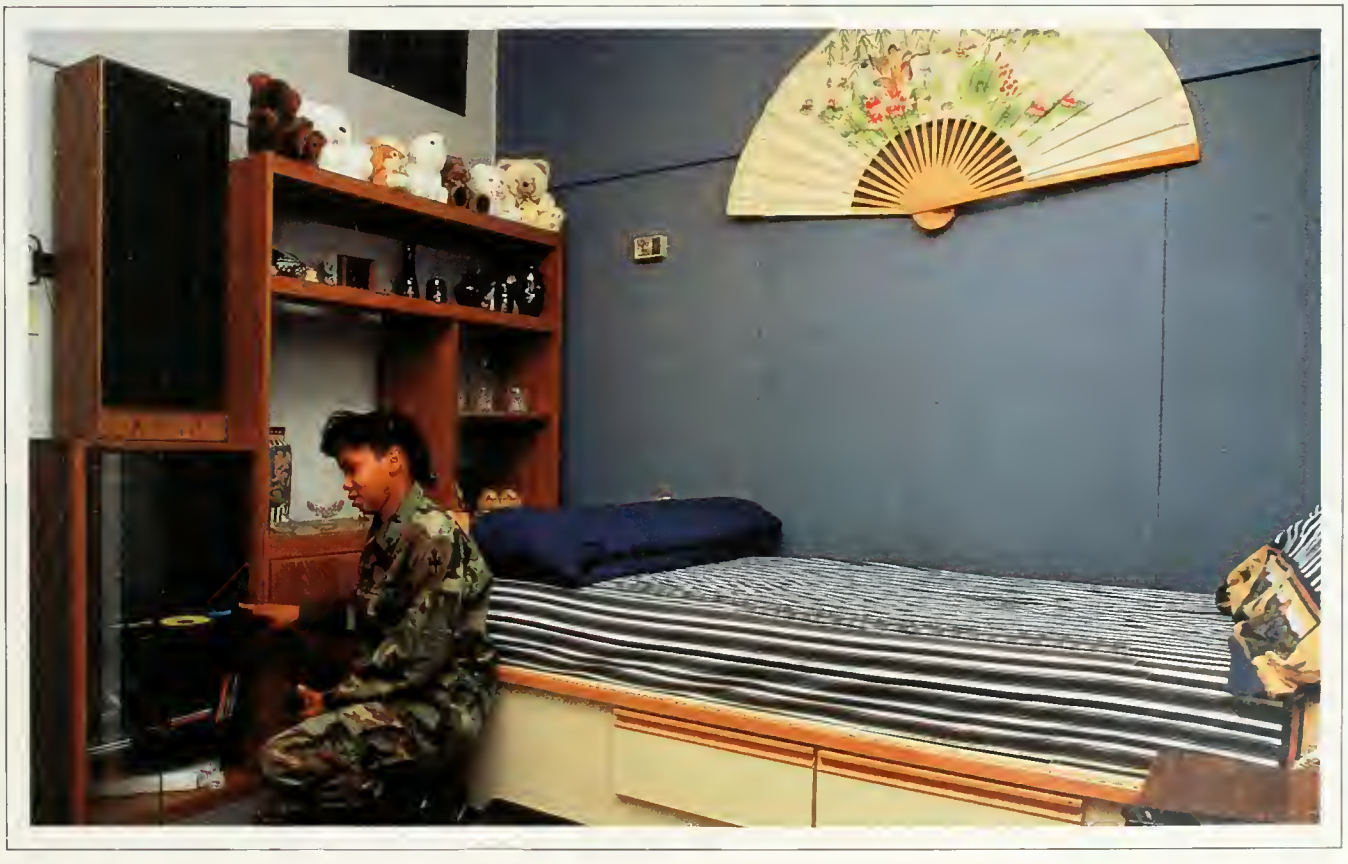
For the single soldier, the barracks is home. The Army Whole Barracks Renewal Program is the cornerstone of a quality soldier community. Increased living space relieves crowding, makes life easier, and reduces soldier frustration.

. . .Makes living easier and reduces soldier frustration

A Sense of Ownership

Soldiers want space they can control and customize. They want the flexibility to bring in some of their own furniture, hang their own pictures, and set up their rooms as they want. A voice in quality of life decisions and self-help opportunities increase satisfaction and pride.

. . .Space they can control and customize



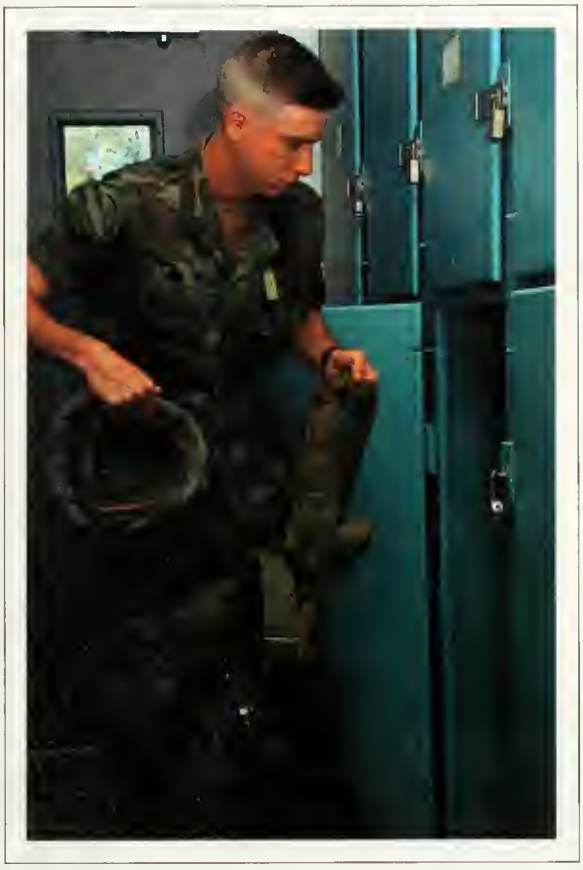
A Sense of Community

Single Soldier Communities make residents feel they are an important part of the Army family and inspire their participation in the community upkeep. Efficient, convenient services and common-use facilities encourage involvement and instill a sense of belonging.

. . .Efficient, convenient services and common-use facilities encourage involvement and instill a sense of belonging

Reliable, Maintainable and Energy Efficient

Functional, low-maintenance, energy efficient design and materials increase comfort, convenience, and livability. They also reduce the life-cycle costs of operation and maintenance.



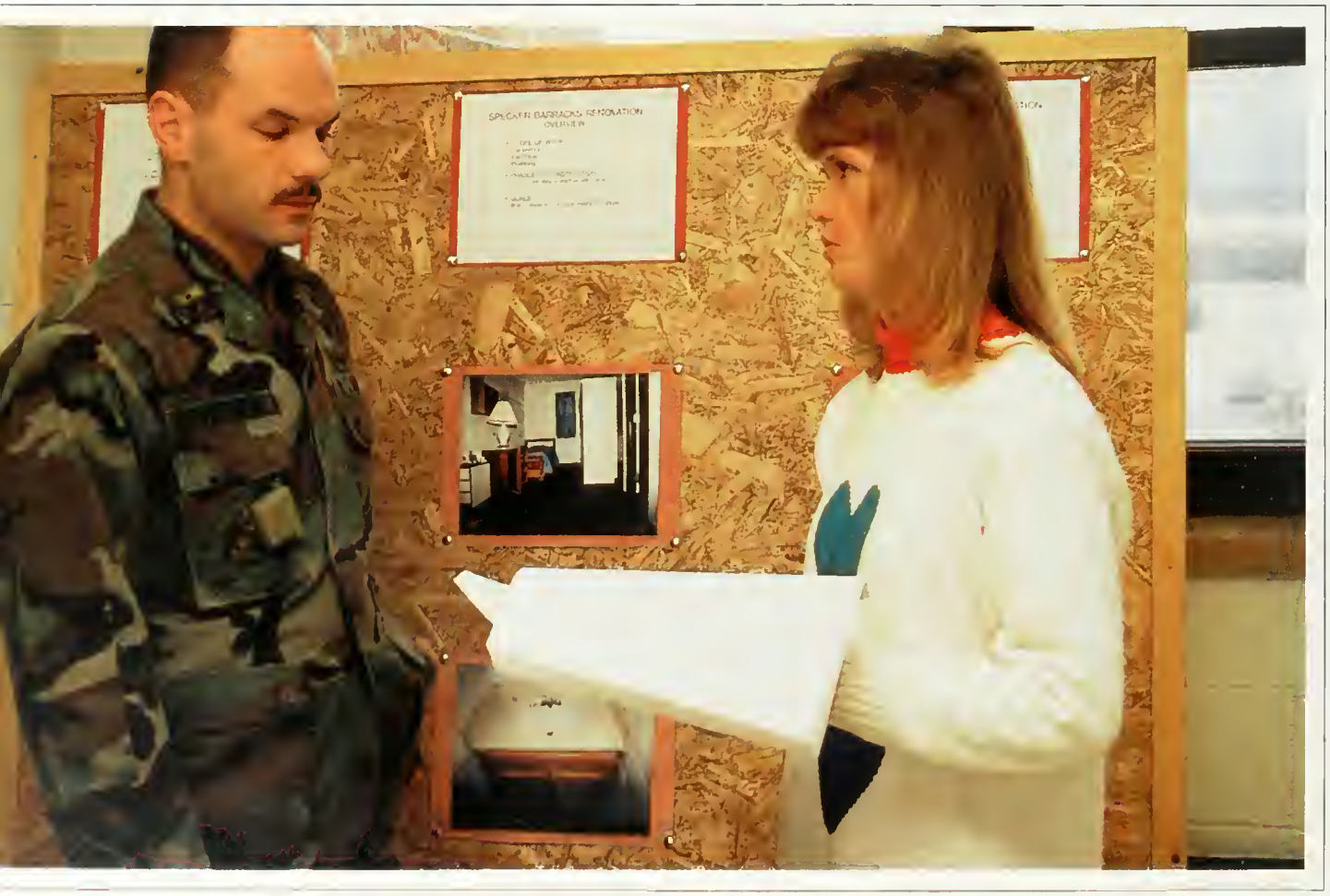
. . .Increases comfort and convenience

Customer-focused, Effective Barracks Management

We must offer the highest quality and broadest range of services tailored to meet the needs of single soldiers. Barracks management must become a people business. Commanders and senior sergeants are responsible for ensuring that single soldiers are suitably housed in well-maintained neighborhoods worthy of men and women with their professional responsibility and status. Central to success in this area are:

- Customer input and feedback through baseline and recurring customer surveys and soldier involvement in decision-making processes affecting barracks life.
- Customer service training for all barracks management and maintenance personnel.
- Continual improvement of our products and services.

. . .We are talking about a whole new spirit of barracks management, of soldier services, and of soldier involvement



Implementation

Achieving Army Single Soldier Communities of Excellence demands relentless pursuit of the key elements of success:

- An Installation Vision and Strategy covering mission, facilities, and services
- Comprehensive Whole Barracks Renewal Plans
- A Sound Execution Program:
  - Whole Barracks Renewal new construction and major modernization
  - Self-help improvement programs
  - Attractive, comfortable furnishings
- Command Commitment and Soldier Involvement

. . .Relentless pursuit of the key elements of success

Installation Vision and Strategy

The start point for any excellence initiative is a holistic installation vision and strategy that covers all missions, facilities and services. It should encompass all aspects of installation life from the physical environment to the social setting, economy, personal development, health and fitness, safety and security, recreation opportunities, and cultural, political and spiritual life. An assessment of installation strengths and desired improvements will help ensure that Single Soldier Communities of Excellence initiatives benefit from the synergetic cooperation of the entire installation management team.

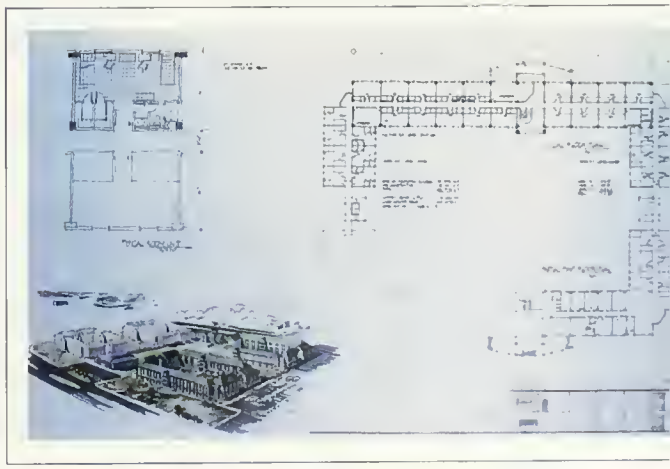
. . .Ensures that excellence initiatives benefit from the synergetic cooperation of the entire installation management team

Comprehensive Quality Barracks Plans

Comprehensive quality barracks plans are the foundation of Army Single Soldiers Communities of Excellence. They are the Commander's blueprint for modernization and revitalization.

- A plan should be prepared for every barracks area and cover the full range of issues that make up a complete neighborhood. It should reflect the advice of soldiers, barracks managers, public works experts, environmental and safety experts, and support organizations such as Morale, Welfare and Recreation.
- This plan is the installation's strategy for achieving single soldier communities of excellence — both for new construction projects and current barracks areas. It is the primary tool for identifying the proper number of units, interior and exterior design, furniture, architectural theme, site layout, utilities, and essentials such as landscaping, outdoor furnishings, lighting and parking.
- The plan should insure single soldier community compatibility with the Installation Master Plan, the Installation Design Guide, the local environment, Army history, and traditions of the installation.
- Installations are responsible for developing Comprehensive Quality Barracks plans.

. . .A holistic approach to barracks modernization



A Sound Execution Program

A sound execution program is an installation's best bet for getting barracks improvements funded. It helps the Army justify barracks construction requirements in the Program Objectives Memorandum and budget process.

The program should lay out short- and long-term plans for all aspects of your barracks operations including:

- Whole Barracks Renewal to completely modernize or tear down and replace old barracks. This major military construction (MCA) program goes beyond the barracks walls to improve landscaping, parking, recreation areas, dining facilities and other neighborhood amenities.
- Self-help programs that let soldiers make short-term improvements and beautification efforts that help meet the standard until Whole Barracks improvements can be made.
- Furniture buys that improve the quality and comfort of the barracks life.
- Maintenance plans.
- Customer-oriented barracks management.
- Integrated support services such as AAFES shopettes, snack bars, and automatic teller machines.

. . .Already, many installation commanders are showing how much can be achieved by using thoughtful combinations of self-help, modernization, new construction, and convenient customer services

Command Commitment and Soldier Involvement

Vigorous, visible command commitment is the driving force behind successful Single Soldier Communities of Excellence initiatives.

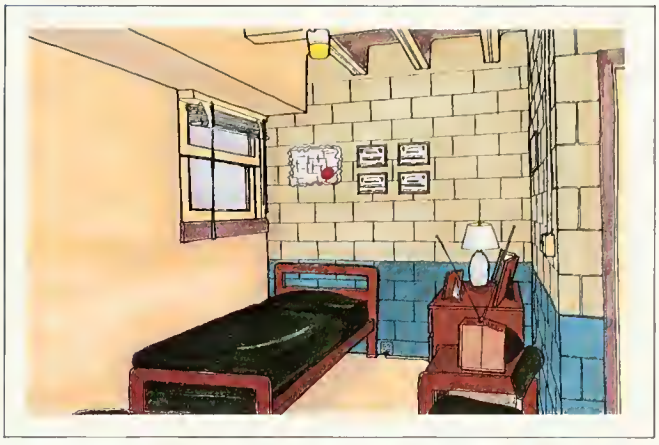
- Commanders need the first-hand knowledge that comes from walking the barracks community and talking regularly to the soldiers who live there.
- Personally ensure that resource plans are appropriate and sufficient.
- Select one or two areas for involvement and make it happen. There is no better example than visible improvement.
- Quality requires teamwork. All stakeholders from the garrison and unit commands to soldier representatives and the installation management staff must be involved to ensure that soldiers' needs are foremost in the decision-making process.

. . .While our force and base structure will be smaller in the future, and fiscal constraints may limit resources, we must not compromise Quality of Life

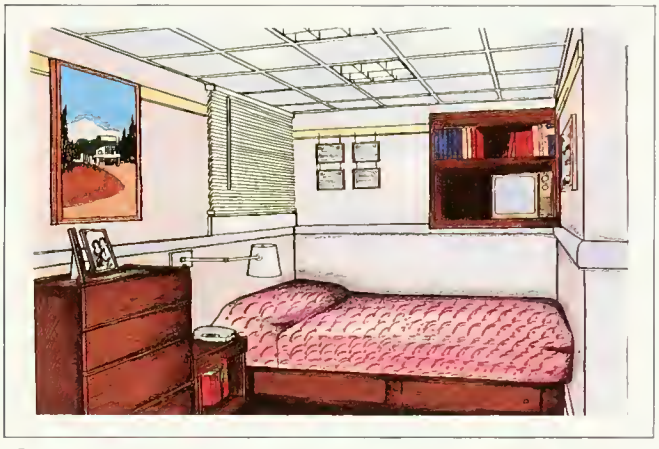
UC SOUTHERN REGIONAL LIBRARY FACILITY
D 000 752 682 5

Single Soldier Communities of Excellence

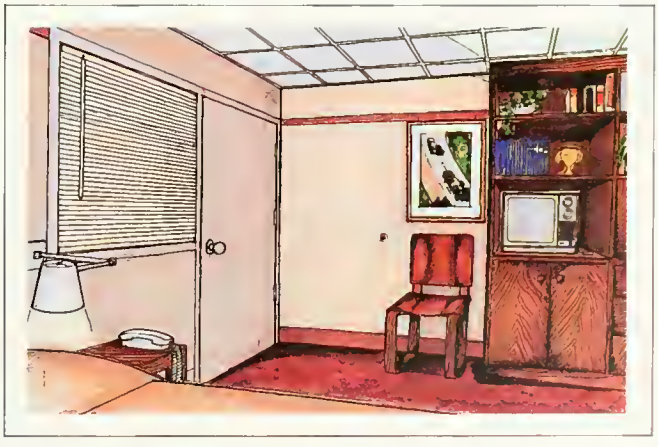
Join the Journey



Before



Self-Help Improvement



Major Renovation/
New Construction

The proponent agency of this pamphlet is *The Office of the Chief of Staff.* Users are invited to send comments and suggested improvements to:

HQDA, Assistant Chief of Staff
for Installation Management
ATTN: SFIM-IS-AH
600 Army Pentagon
Washington, D.C. 20310-0600